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28 DEC 1973

MEMORANDUM FOR: Director of Central Intelligence
SUBJECT : ICS Functions and Organization

1. My view of ICS functions differs somewhat from Lew Allen's and I am proposing rearrangement of my staff for two prime reasons:

a. I do not wish to interpose ICS views in purely technical community issues. This sharply alters [redacted] emphasis and his personnel needs. I found that [redacted] and I could not keep ICS actions coordinated -- hence [redacted] position and the Coordination Group.

b. I want the three staff groups built around the steady-state requirements of evaluation, especially as this applies to the KIQ process. The groups break out as follows:

- PRG [redacted] in coordination with NIOs, sees to the formulation of KIQs, analysis and production, and identification of information gaps;

- CPAG [redacted] in coordination with COMIREX, SIGINT and HUMINT Committees of USIB sees to the formulation of KIQ collection strategies and efficiency of collection;

- MPRRG [redacted] in coordination with program managers, sees to the correlation of resource expenditures to KIQ results and is responsible for developing evaluation techniques to assess program performance.

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2. This personnel plan will result in a reduction in permanent staff in FY 74 and 75, and provide limited contract flexibility for one-time needs.

25X1 3. As you are aware, the USIB/IRAC Secretariat and the USIB Information Handling Committee are under my supervision, and there may be some logic in assigning other similar charges to me in the future. I plan to oversee and report on the work of these groups and will look to [] and the Coordination Group to promote cohesive programs of work by them. I believe these overall support functions should remain, as they now are, in a separate staffing pattern for ceiling purposes.

4. We took an objective look at the pros and cons of moving out of Headquarters Building. I am convinced it would not work unless the USIB/IRAC Secretariat, the NIOs, and key USIB Committees also moved with us. Even then, we would not be able to maintain our fast response to you on USIB matters, Congress - budget matters, and other community flaps. There must be other elements in which quick response to you is less vital and less integral to a total process.

25X1 5. With your approval, I will implement the organization and staffing proposed.

Daniel O. Graham
Major General, USA
D/DCI/IC

Attachment
Staffing plan